

The Cabinet Secretary has three core functions. The objectives contained within this performance tool reflect these functions. A short description of each of the categories is outlined below:

- 1) **Supporting proper and effective Government decision- making** This includes the organisation and provision of advice to Cabinet and its sub-committees; administering the Ministerial Code; and advising the Prime Minister (PM) and Deputy Prime Minister (DPM) on policy, process and propriety; chairing officials' policy meetings, as appropriate, to support better cross-government working; and providing a senior channel of advice and communication to and from external (foreign, business, voluntary and wider public sector) stakeholders.
- 2) **Supporting effective implementation of the Government's priorities** This includes advising the PM on the most effective way to organise Government; ensuring that the Government's priorities are properly reflected in departments' own priorities and business plans and are implemented with pace and rigour; ensuring that departments are working together in the most effective way to implement these priorities; and, together with the Head of the Home Civil Service, ensuring that the Civil Service has the capabilities and leadership it needs to implement these priorities. This includes line management of a cadre of cross-cutting permanent secretaries; and developing new capabilities in the Civil Service to ensure it adapts to the Government's requirements.
- 3) **With the Head of the Civil Service, maintaining an impartial UK Civil Service that commands the confidence of Ministers and MPs for all political parties.** This includes administering the Civil Service Code; ensuring that the Civil Service supports the Government in developing and implementing Ministers' policies and priorities; ensuring that appointments and performance management are merit-based; ensuring the impartiality of Civil Service advice by enforcing a clearly-understood separation between the roles of Civil Servants, Ministers and special advisers; putting in place appropriate guidance and procedures ahead of elections and referendums; and handling issues relating to previous administrations in an even-handed way.

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name	Department
Sir Jeremy Heywood	Cabinet Office (CO)

<p>1. Business delivery objectives:</p> <ul style="list-style-type: none"> • To support effective Cabinet Government and ensure that: - The Prime Minister (PM) and Deputy Prime Minister (DPM) have access to high quality objective advice and briefing in support of their policy objectives; - Cabinet and its committees are addressing the right issues at the right time and that discussions are properly prepared and chaired; - The rules and procedures for maintaining collective responsibility, including the Coalition Agreement, are properly adhered to. 	<p>Performance Measures:</p> <p>Feedback from the Prime Minister, Deputy Prime Minister, Minister for the Cabinet Office, Minister for Government Policy. Cabinet minutes accurately reflect the Cabinet debate and discussion.</p>	<p>Milestones:</p>
<ul style="list-style-type: none"> • To support the PM and DPM in ensuring that the Coalition Government's programme is reflected in departmental priorities <i>and implemented</i> successfully. 	<p>The Minister for the Cabinet Office, the Minister for Government Policy and David Laws have access to high quality advice and briefing.</p> <p>The development, coordination and implementation of the Government's economic, growth, domestic, EU and global policy objectives is supported by effective policy development and implementation by Government</p>	

<ul style="list-style-type: none"> • To ensure that the Civil Service and the Machinery of Government drives the Government's overriding priority of restoring strong, balanced and sustainable growth across the UK. 	<p>departments.</p> <p>Departmental business plans and Permanent Secretary objectives prioritise the need to encourage economic growth.</p> <p>Collaborative working with departments towards the successful implementation of key policies and programmes.</p> <p>To co-ordinate and chair senior official meetings as necessary.</p>	
<ul style="list-style-type: none"> • To provide clear and objective advice on Ministerial, special adviser and civil service propriety issues. • To protect the interests of former Governments and Ministers and ensure the Civil Service retains the confidence of all political parties in its impartiality and integrity. • To support Ministers in communicating effectively to Parliament and other external 	<p>Ensure that allegations of impropriety or Code breaches are investigated rigorously and swiftly.</p> <p>The effective handling of Gibson, Chilcott and other inquiries.</p> <p>Regular appearances before Select Committees.</p>	

<p>audiences to the Government's overall strategy, and handling of specific issues.</p>		
<p>2. Corporate objectives:</p> <ul style="list-style-type: none"> • To work with the Minister for the Cabinet Office and the Head of the Civil Service to deliver the Civil Service Reform Plan, with particular focus on the policy recommendations within the plan. • To drive the implementation of the Civil Service Reform Plan 	<p>Good collaborative working across departments.</p> <p>Strong relationships with Ministers and other key stakeholders – Institute for Government and other leading think tanks and opinion formers.</p>	<p>Milestones:</p>
<ul style="list-style-type: none"> • Ensure the Civil Service is well led, demonstrating strong and visible leadership of the Civil service. • Embody the principles of Civil Service Reform. 	<p>Chairing and attending as appropriate Permanent Secretary policy and governance groups: the Senior Leadership Committee; the Civil Service Board; the Civil Service Reform Board and the weekly meeting of Permanent Secretaries.</p> <p>Engaging in Top 200 and outreach events such as the Fast Stream internship events.</p>	

<p>3. Capability building objectives:</p> <ul style="list-style-type: none"> To line manage those Permanent Secretaries with security or cross departmental responsibilities, providing support and advice to enable them to deliver on the Government's priorities. 	<p>Performance Measures:</p> <p>Robust performance management of Permanent Secretaries, performance reviews result in clear objectives focused on the government's priorities including growth, implementation and efficiency.</p>	<p>Milestones:</p> <p>Mid year reviews completed November 2013</p> <p>End year reviews completed April 2014</p>
<ul style="list-style-type: none"> To build jointly with the Head of the Civil Service a strong, diverse and corporate Permanent Secretary cadre and develop clear succession plans. 	<p>Taking part in recruitment exercises.</p> <p>Participate in the Senior Leadership Committee.</p> <p>Participate in engagement events with Permanent Secretary colleagues focused on the government's priorities.</p> <p>Jointly with the Head of the Civil Service, lead the development of an external network of contacts to build an exchange between the private and third sectors.</p>	